NEFA Report

Branding Forest Products from the Northern Forest

Funding provided through the Northeastern States Research Cooperative

October 2005

BRANDING FOREST PRODUCTS FROM THE NORTHERN FOREST

A report based on a study conducted by the North East *State* Foresters Association (NEFA) and the Northern Forest Center (NFC), with funding provided by the Northeastern States Research Cooperative 2004 grants.

October 2005

Executive Summary

Regional branding can be used by companies to increase visibility, market share, and sales in domestic and international markets. The goal of this project was to determine the feasibility of developing a Northern Forest product brand for wood products. The project team[1] developed and used a questionnaire designed to determine whether the forest industry in the Northern Forest region would participate in and support a regional branding program. This questionnaire was used to interview 73 members of the forest industry in the four Northern Forest states, including sawmill owners, wholesale lumber businesses, secondary manufacturers of forest products, and wood products association executives. Interviews with representatives of the pulp and paper industry were conducted at an association meeting. Non-governmental conservation groups and community development groups were also interviewed.

All sizes of businesses from all sectors of the industry included in the survey felt that branding could have a positive influence on sales. The industry appears to be more supportive of a regional effort to coordinate state brands than a regional brand. Higher grades of hardwoods and hardwood products (e.g. furniture) were identified as the most likely to benefit from a branding campaign. The retail sector was identified as the sector most likely to respond to a brand focused on sustainability or "good forestry". The industry is not willing to give financial support to either a regional branding effort or a regional effort to coordinate state brands. If a regional branding program were initiated, respondents were overwhelmingly in favor of a non-profit trade association being the administrator.

Representatives from the pulp and paper industry indicated that their companies were unlikely to engage in brand identification of the Northern Forest for several reasons. These include competition with their own product produced outside the region, and reduced flexibility in filling customer's orders. Lumber wholesalers with manufacturing or yarding facilities outside the Northern Forest region and who export product overseas expressed a similar sentiment.

[1] Research was conducted for the North East *State* Foresters Association by Christina Petersen, Eric Kingsley of Innovative Natural Resource Solutions LLC, and John Rooks of Rooks Communication.

Non-governmental conservation groups and community development groups were receptive to the concept of a regional brand and offered several ways to provide support. The majority of these groups specified that their involvement in such a program would be dependent on a third party audit of the forest practices of the company's suppliers.

If a branding effort is pursued, this study indicates that it should be a coordinated effort of state brands and/or should focus on high-grade hardwood products that are sold at the retail level.

Introduction

The $16 billion annual forest products economy (NEFA, 2004) is at a crossroads in Maine, New Hampshire, Vermont, and New York. National and international competition is straining this resource-based component of the regional economy, resulting in closings of pulp and paper facilities and solid wood manufacturing plants, and efficiency and production upgrades in others. A new marketing approach may help to reverse these trends. A regional "Northern Forest" brand for forest products from the region, may provide an advantage in keeping this industry competitive. The Northern Forest Lands Council explored the idea of a regional branding and marketing of forests products under recommendation 23, "to encourage marketing cooperatives and networks."

The goal of this project was to determine the feasibility of using a Northern Forest product brand for wood products marketing in order to increase visibility, market share, and sales in domestic and international markets. In order to do this, the research team:

- Investigated the status of branding projects for natural resource industries regionally and nationally;
- Researched the acceptance of the use of a regional forest products brand by producers of primary and secondary (wholesale and retail) wood products in the Northern Forest states, and ascertained which regional attribute could be successfully affixed to a brand;
- Determined what producers of forest products in the Northern Forest need in order to participate in a regional branding program;
- Researched the level of support and involvement that regional and statewide non-governmental conservation and community development groups would offer to a branding effort.

The initial proposal included gathering information on the willingness or interest of consumers to purchase branded products. Discussions with the Vermont Wood

Manufacturers Association informed us of the consumer survey they have undertaken (also funded by NSRC), and this research team decided not to duplicate their work.

Methodology

The team conducted independent research (via telephone interviews and the internet) into the status of branding programs for natural resource industries within the Northern Forest region and nationally.

The team developed a five-page questionnaire designed to determine whether the forest industry in the Northern Forest region would participate in and support a regional branding program. Interviews with sawmill owners, wholesale lumber businesses, secondary manufacturers of forest products, wood products association executives, and representatives of the pulp and paper industry were conducted (figure 1). The team met with 58 industry-marketing professionals at the spring meeting of the Northeastern Lumber Manufacturers Association (NELMA), where 17 preliminary surveys were completed. The team conducted formal interviews (using the 5-page questionnaire) with 73 forest industry representatives from the Northern Forest states via phone, fax, and in person. Project staff presented the project and secured personal interviews at the Vermont Wood Product Association and Maine Wood Product Association annual meetings. Representatives of the pulp and paper industry were informally interviewed at the Maine Pulp and Paper Association annual meeting.

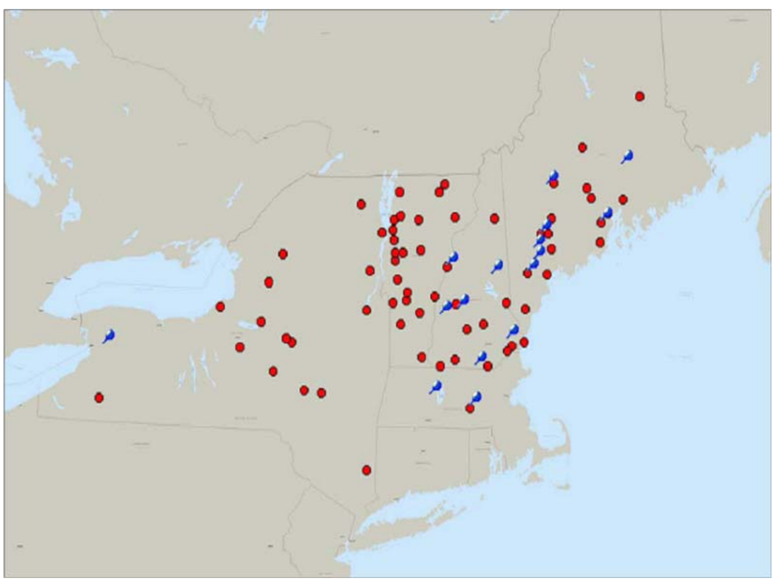


Figure 1. Location of interviewees.
Blue pins- NeLMA survey, red pins- full survey

The level of support for a regional branding project from regional and statewide non-governmental conservation and community development groups was also determined. To accomplish this, staff from the Northern Forest Center conducted interviews with 19 non-governmental conservation and community development groups, as well as three regional conservation groups.

Major Findings

Current State And Regional Branding Programs For Natural Resource Industries

There are several wood branding programs in the country and the region. The Appalachian Hardwood Manufacturers, Inc. represents manufacturers of primary and secondary hardwood products in the Appalachian forest region. AHMI promotes the brand "Appalachian Hardwood" based on four characteristics: sustainable forests[2]; consistent grain patterns, color, and durability; increased yield for manufacturers; and made in the United States of America. The Southern Forest Products Association represents southern pine product producers in eleven states and promotes southern pine as "Strong, Beautiful, Renewable". SFPA also provides technical data to facilitate use and influence building codes. Both the Appalachian Hardwood and the southern pine programs are well established and are generally perceived as successful.

There are several newer state-based branding projects. The Minnesota Wood Campaign represents a collaborative effort of wood- and forest-based entrepreneurs and manufacturers in northern Minnesota called "True North". The Campaign focuses on a commitment to sustainable use of local forest resources, unique and valued traits of native species, quality of products, skilled production capabilities, and a long tradition of craftsmanship. Funded primarily through grants (Blandin Foundation, USDA, Iron Range Resources) and in-kind contributions of the region's wood products manufacturers and artisans, the Campaign serves 60 large and small businesses, including portable sawmillers, wreath makers, traditional sawmills, decoy makers, and honey and syrup producers. All participants use local species, have adopted a value-added approach, and are searching for markets that most appreciate that value.

There are three individual state branding efforts in the NEFA region, which build on the image, craftsmanship, and heritage of each state and focus on consumer products. The Vermont Wood Products Marketing Council initiated *Vermont Quality Wood Products,* which is being used by manufacturers in the state. *Maine Made – America's Best*

[2] AHMI does not use sustainable forests to reference third party certification of forest practices, but rather to assert that the regions forests, as a whole, are managed in a sustainable manner.

provides marketing assistance to Maine companies producing a wide range of consumer goods. Consumer-ready forest products are included in the program, but products such as lumber and paper are not featured on the program's website. The *New Hampshire's Own* logo is the cornerstone to sales and marketing programs that enable small businesses to collectively share in the cost of marketing and selling their products and services.

There are no studies yet to indicate whether these state-based efforts have been successful. One current study (funded by NSRC, and conducted by the University of Vermont's Department of Community Development & Applied Economics and the Vermont Wood Manufacturers Association) looks at whether branding the place of origin will add value to wood products made in the Northern Forest. This research attempts to answer the following questions: is there a niche market for branding wood products made in the region, where is the market, and what is the profile of people that create this niche market?

In this Vermont study, thirteen wood products displays were set up in northern New England during 2004-2005 with reply cards that 965 individuals responded to. Respondents were asked what influences their decision to purchase products like those displayed. The state origin label of Vermont, New Hampshire, and Maine was the number one response in influencing their purchasing decision at 45.8%. This was followed by locally made at 18.5%, made in New England 11.5%, made from native species 10.4% and the fifth most frequent response was made in the Northern Forest 9.2%.

In a national telephone survey of 216 people who had purchased a product from the Northern Forest, 45% answered that the brand was very important in their purchasing decision. These people also indicated they will pay a premium for wood products made in the Northern Forest. The majority of respondents from a random national survey reported "Place does not matter" in their purchasing decision of wood products.

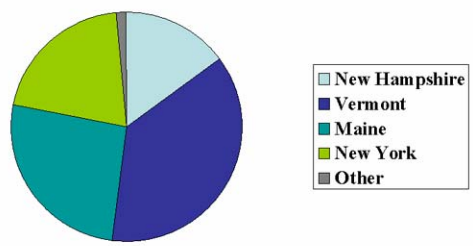
It appears that branding is most influential for people who live in the Northern Forest states and for people who frequently visit the region. Additional results from this 2-year study will be available in 2006.

The Feasibility of Initiating a Brand for Wood Products
In the Northern Forest region

Profile of survey respondents

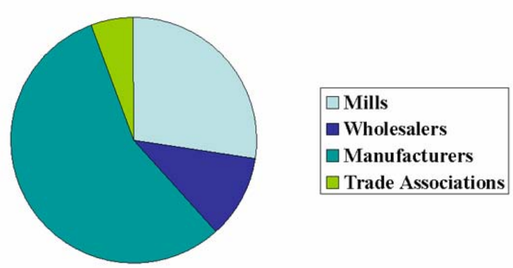
A five-page questionnaire was developed by the research team and was used to interview 73 representatives of sawmills, secondary manufacturing facilities, and wholesalers located in the Northern Forest states in person, by phone, or by fax. Figures 2 through 4 offer a profile of the respondents.

Figure 2. Respondents by State
n= 73



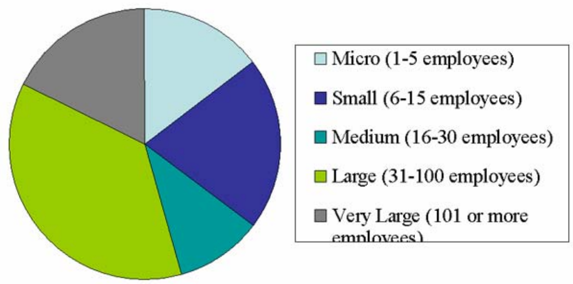
There are a larger group of respondents from Vermont and Maine because those states have the most well-organized branding programs. Producers there are already familiar with the concept and were more interested in participating in the survey.

Figure 3. Respondents by Type
n= 73



Most respondents are secondary manufacturers, and this category includes businesses ranging from two-employee shops producing countertops, to factories producing chairs. The mill category also includes a wide range of business sizes.

Figure 4. Respondents by Size
n= 73



Mean Number of Employees = 87, Median Number of Employees = 31

Thirty-four percent of respondents represent businesses employing 31- 100 people, and the median number of employees is 31 (figure 4). Respondents mill, purchase, and/or sell Eastern white pine, maple, and oak most frequently and tend to use or produce higher grades of solid wood products. Wholesalers are their most frequent customer, with retail stores second.

Familiarity with and use of branding

Respondents were asked if they were familiar with the following regional brands: Appalachian Hardwoods (51% were familiar), Vermont Quality Wood Products (44%), Maine Made, America's Best (52%), and New Hampshire's Own (21%). These respondents recognized certain established branding programs, but frequently did not understand what these programs meant or what messages they were seeking to convey.

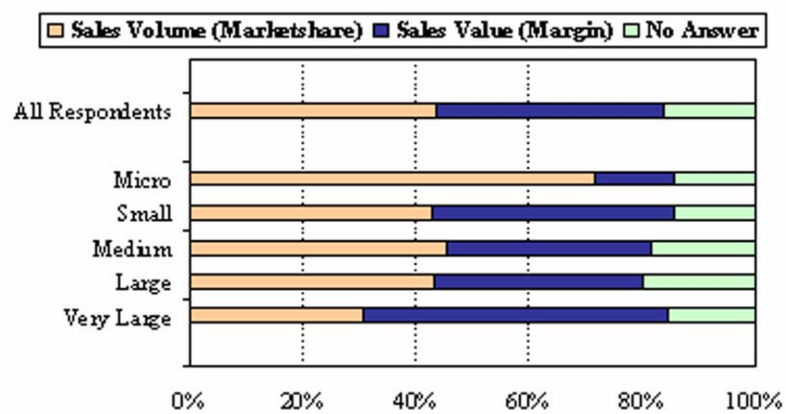
About 25% of respondents for this question (18 respondents) currently use branding with their products, and that branding is based primarily on regional heritage and quality of wood. Only two of these respondents use a reputation for good forestry as a basis for a brand.

If a regional brand was established…

Respondents were asked a series of questions regarding how a regional brand might be successful. If a regional brand was established, most respondents see quality of wood and reputation for craftsmanship as the most important attributes to market. Forty percent thought that environmental stewardship would be a successful attribute.

Most respondents from all size businesses feel that a regional branding program could have a positive influence on sales (figure 5). Smaller businesses are looking for assistance in gaining additional markets, and larger businesses are looking for greater value for their product.

Figure 5. Would a regional branding program have a positive influence on sales?



Respondents believe that branding could have the most impact on the highest grades of product, and they believe that branding could have the most impact on hardwood products.

Two questions pertained to the purchasing interests of customers. Question 12 asked, “Do your customers inquire about good forestry practices?” Question 13 asked, “Do your customers inquire where the wood comes from?” Data from those queries are presented in table 1. While no clear pattern is evident, the data is interesting to observe.

Table 1. Response to Query 12: "Do your customers inquire about good forestry practices?" and Query 13: "Do your customers inquire where the wood comes from?" by business size.

		Query 12	Query 13
Total (number of responses)	Yes	29	37
	No	44	36
Micro (1-5 employees)	Yes	2	4
	No	8	6
Small (6-15 employees)	Yes	8	7
	No	6	7
Medium (16-30 employees)	Yes	4	5
	No	3	2
Large (31-100 employees)	Yes	11	13
	No	14	12
Very large (>100 employees)	Yes	8	6
	No	4	6

These same data were queried further by type of customer. The results are presented in table 2. These results indicate that the highest level of success for a branding program that focuses on sustainability may be at retail stores.

Table 2. Yes responses to survey questions 12 and 13 regarding customer's preferences by customer type.

Query 12: Do your customers inquire about good forestry practices?
Query 13: Do your customers inquire where the wood comes from?

Customer type (# responses)	Query 12	Query 13
End consumer (5)	0%	60%
Lumber yard (1)	0%	0%
Manufacturer (8)	38%	50%
Retail store (13)	62%	69%
Wholesalers (28)	50%	46%
Contractor (5)	20%	20%
Others (3)	0%	33%

Administrative profile of a regional brand

Respondents were asked a series of questions regarding the level of support and involvement they would dedicate to a regional brand. While most respondents believe that a regional brand could have a positive impact on sales, only 35% are willing to pay dues or a fee to be part of the program. Most (67%) prefer that a not-for-profit trade association administer the program, and 94% do not want a government agency to administer the program.

Finally, respondents were asked if they would be more likely to participate in a regional brand or a state-by-state branding effort, with some regional coordination. Fifty-two percent supported a coordinated effort to promote state brands, and 34% supported a regional brand. The remaining supported neither, or had no opinion.

Pulp and paper industry response to regional branding

A member of the research team attended the annual meeting of the Maine Pulp & Paper Association (MPPA) a trade association representing the state's pulp and paper mills. Although this event was limited to Maine companies, companies with mills in other Northern Forest states (notably International Paper and Fraser Papers) were in attendance. Informal discussions were held with 15 individuals representing six pulp and paper companies as mill managers, and public relations and environmental directors. They are not in sales, but are part of their company's leadership structure and are knowledgeable of their company's policy on a wide variety of issues.

A number of individuals noted that they are currently procuring wood from certified sources, and use this as a marketing tool with their customers. Wood sources include those third-party certified under the Sustainable Forestry Initiative or the Forest Stewardship Council, as well as sources identified as "well managed" by customers. In this regard, some paper mills consider themselves leaders in adopting environmental branding.

Almost all individuals indicated their company was unlikely to engage in brand identification of a region, including the Northern Forest, for the following reasons:

- Many of the companies have sister mills in other regions or countries producing similar or identical products, and firms do not want to market against their own product;
- Providing regional branding would reduce a company's flexibility in filling customer orders (for example, an order could now be filled from a New York mill or a South Carolina mill);

- Some individuals questioned whether the "Northern Forest" was a region that resonated with consumers, and indicated that customers have not been seeking product from particular locations;
- Firms indicated that price, quality, service, and to a lesser extent environmental attributes were they key areas of concern for customers, and that regional identification would create complexity without adding value.

None of the companies who participated in these informal interviews participate in the "Maine Made – America's Best" branding program, and a review of that website indicates no major pulp and paper producers are participants.

Response of Non-Governmental Conservation Groups and Community Development Groups to Regional Branding

The Northern Forest Center (NFC) developed and implemented a phone survey (Appendix C) of nonprofit corporations in the Northern Forest region. The survey is adapted from the questionnaire developed by the research team for the forest industry, and was designed to determine whether and under what conditions these organizations would support a Northern Forest regional brand for the forest products industry based on "good forestry" practices, and in what specific ways these organizations might support such an effort.

NFC interviewed representatives of 19 nonprofit organizations. These included four organizations in each of the four states, plus an additional three organizations whose focus incorporates the broader region. The four organizations from each state included two that could be categorized as primarily having an environmental focus (advocacy and/or land conservation), and two that could be categorized as primarily having a community and/or economic focus.

Most respondents were not aware of individual state branding efforts within the region, and had poor understanding of them. A large percentage of the organizations interviewed indicated their overall support for a regional branding initiative. Eighty percent thought that a regional brand could have a positive influence on sales, and are willing to support the effort by:

- Advocating procurement policies by major public and private institutions to help provide market access;
- Helping to publicize the benefits of a regional brand for the regional economy;
- Providing financing or access to other resources for companies using such a brand;
- Using a regional brand in their procurement practices;
- Supporting the effort through their own roles as landowners or their relationships with landowners.

Most respondents think a regional branding effort would be more effective than a regional coordination of individual state efforts. Seventy percent of respondents indicated that their support of a regional brand would be dependent on a third party audit of the forest practices of the company's suppliers.

This group indicated there are many challenges in successfully implementing a regional brand. It was frequently mentioned that the task is complex, and that getting everyone to work together would be a big challenge.

Next Steps for a Northern Forest Brand

Results from the NSRC-funded Vermont study will help determine whether consumers are interested in purchasing wood products with a Northern Forest brand. If consumers do have an interest, and industry decides to support a branding initiative, they would be most likely to participate in a regional effort to coordinate state brands. Branding higher grades of hardwoods and hardwood products (e.g. furniture) that are sold in retail shops could be the first step in this program. All sectors of the industry will be more willing to participate in a program that is administered by a non-profit trade association.

The pulp and paper sector should not be pursued for participation. Non-governmental conservation groups and community development groups should be included in the initial development of a branding program, given the high level of interest and support these groups have expressed.

References

North *East* State Foresters Association, 2004. *The Economic Importance of the Northeast's Forests*. A series of economic reports for New York, Vermont, New Hampshire, and Maine, plus a regional report. Available at: www.nefainfo.org.

Northern Forest Lands Council, 1994. *Finding Common Ground.*

Regional and state branding programs:

Minnesota Wood Campaign: http://www.fastrack-global.com/MnWoodCampaign.htm

Maine Made- America's Best: www.mainemade.com

New Hampshire's Own: www.nhstories.org

Vermont Quality wood Products: www.vermontwood.org

Vermont Wood Manufacturers Association (VWMA), *Branding Northern Forest Wood Products*, a current study conducted by the Department of Community Development and Applied Economics, University of Vermont, and VWMA.

APPENDIX A: NELMA SURVEY

North East State Foresters Association - Good Forestry Brand Feasibility Study
NELMA CONVENTION

Company Name: ________________________________ Contact Name: ___________________________ State: __________________________________ No. of employees in company: _____________________

What species does your company mill (check all that apply)?

☐ Birch	☐ Beech	☐ Black Cherry
☐ Eastern Hemlock-Tamarack	☐ Eastern Spruce – Balsam Fir	☐ Eastern White Pine
☐ Maple	☐ Oak	☐ Other

Do you currently use any regional brands (i.e. state branding programs) as part of the marketing for your product or company?

- ☐ YES
  If Yes, rank which regional attribute is most prominent in that branding?
  - ☐ Regional Heritage or Reputation for Craftsmanship
  - ☐ Regional Aesthetic or Style
  - ☐ Quality of Wood
  - ☐ Other ________________________
- ☐ NO
- ☐ Not sure

Which species type do you think a regional good forestry brand would be the most valuable for?

- ☐ Hardwoods
- ☐ Structural Softwoods
- ☐ White Pine

And what grades would a regional good forestry brand have the most impact on?

- ☐ Highest grades
- ☐ Medium grades
- ☐ Industrial grades

Do your customers inquire about your good forestry practices?

- ☐ YES
- ☐ NO

What associations to you belong to:

- ☐ State Wood Products Associations ____________________

☐ Wood Promotion Network	☐ Northeastern Lumber Manufacturers Association
☐ Sustainable Forestry Initiative	☐ American Forest and Paper Association
☐ North American Wholesale Lumber Association	☐ Forest Stewardship Council

Other: ____________________

May we contact you for more information?

- ☐ YES Phone: ____________________________
- ☐ NO

APPENDIX B: INDUSTRY SURVEY

Interviewer Name: ___________________________
Date: _______________________________________

North East *State* Foresters Association
Good Forestry Brand Feasibility Study

Company Name: ____________________________ Phone (___) ____-__________
Interviewee Name: __________________________ Email ______________________________
Location: ___________________________________
No. of Employees in company: _______________
Does your company have manufacturing facilities in other regions: _________________
(circle one) Mill Wholesaler Manufacturer of ______________

Research Summary

This research is to determine the feasibility of developing a regional brand based on "good forestry" practices in the northeast. The primary intent is to better understand the role of such a brand, the likelihood of adoption throughout the wood products supply chain, and the highest potential areas for greatest economic impact.

<u>Business Profile</u>

1. What species does your company mill/buy-sell/use in manufacturing? What percentages of your business is each?

Species	% Business Volume
☐ Birch	_______
☐ Beech	_______
☐ Black Cherry	_______
☐ Eastern Hemlock-Tamarack	_______
☐ Eastern Spruce – Balsam Fir	_______
☐ Eastern White Pine	_______
☐ Maple	_______
☐ Oak	_______
☐ Other	_______

2. Of the total volume, what % is:

_____Highest Grade
_____Middle Grade
_____Industrial Grade

3. *(For Wholesalers and Secondary Manufacturers) What percent (estimate) of the wood you purchase comes from:*

_____Maine
_____New Hampshire
_____Vermont
_____New York

4. What type of consumer is the primary buyer for your product (prompts – pallet mfgr, wholesale buyers, furniture mfgr, distributor, retail customer)

____

Issue Awareness Profile

5. Have you heard of the following? What is your understanding of each?

		YES	NO
	Appalachian Hardwoods	☐	☐
	Vermont Quality Wood Products	☐	☐
	Maine Made Americas Best	☐	☐
	New Hampshire's Own	☐	☐

Brand Participation Profile

6. Do you currently use any regional brand identifiers (including any of the above) as part of the marketing for your product or company?

- ☐ YES

  If Yes, rank which regional attribute is most prominent in that branding?

  _______Regional Heritage or Reputation for Craftsmanship
  _______Regional Aesthetic or Style
  _______Quality of Wood
  _______Reputation for Good Forestry
  ________Other ____________________
- ☐ NO
- ☐ Not sure

7. If a regional brand was established, what two attributes do you believe would be most successful?

______quality of wood
______ environmental stewardship
______ regional identification / heritage
______ reputation for craftsmanship

8. On a sliding scale of 1 to 6, where would you want a regional good forestry brand to focus its impact (circle 1)?

Marketshare					**Margin**
1	2	3	4	5	6

9. A regional good forestry brand would be the most successful for which species type? (choose only 1)

- ☐ Hardwoods
- ☐ Structural Softwoods
- ☐ White Pine

10. A regional good forestry brand would have the have the most impact on which grade? (choose only 1)

- ☐ Highest grades
- ☐ Medium grades
- ☐ Industrial grades

11. Do you believe that branding could have a positive influence on sales?

- ☐ *Yes, sales volume (market share)*
- ☐ *Yes, sales value (price premium)*
- ☐ *No*

12. Do your customers inquire about your good forestry practices?

- ☐ YES
- ☐ NO

13. Do your customers inquire where the wood comes from?

- ☐ YES
- ☐ NO

Administrative Profile

Answer the following in regards to the administration of this proposed project.

14. Would you pay a due or fee to be a part of this program - assuming that the fees went to administer and promote the brand in the marketplace?

- ☐ YES
- ☐ NO

15. Would you like to see a not-for-profit trade association administer the program?

- ☐ YES
- ☐ NO

16. Would you prefer that a state agency to administer the program?

- ☐ YES
- ☐ NO

17. How could you see yourself supporting this program? (check all that apply)

- ☐ Co-marketing (co-op) using "branded" advertising (TV, Radio, Print, PR)
- ☐ Money or Dues
- ☐ Serve in Advisory capacity to the administrator
- ☐ Use logo/stamp in marketing
- ☐ Other

18. Would you be more likely to participate in a regional brand or a state-by-state branding effort with some regional coordination (i.e. regional marketing of existing state brands)?

- ☐ Regional brand
- ☐ Coordinated effort to promote state brands
- ☐ Both / no opinion
- ☐ Neither

19. Would you be willing to have a non-disciplinary, non-state-agency review of your good forestry practices completed in order to participate in this program?

- ☐ YES
- ☐ NO

Close

20. What associations to you belong to:

- ☐ State Wood Products Associations
  List: ____________________
  ____
  ____
  ____
  ____
- ☐ Northeastern Lumber Manufacturers Association
- ☐ Sustainable Forestry Initiative
- ☐ American Forest and Paper Association
- ☐ North American Wholesale Lumber Association
- ☐ Forest Stewardship Council
- ☐ Northeastern Retail Lumber Association
- ☐ Appalachian Hardwoods Assoc
- ☐ Society for Protection of NH Forests
- ☐ Vermont Timberland Owner Assoc.
- ☐ New Hampshire Timberland Owner Assoc
- ☐ NE Kiln Drying Assoc.
- ☐ Other
  List: ____________________
  ____
  ____
  ____
  ____

21. What do you think would be the greatest opportunity or challenge to this concept?

____

____

____

____

____

____

____

APPENDIX C –SURVEY FOR NON-GOVERNMENTAL CONSERVATION AND COMMUNITY DEVELOPMENT GROUPS

This survey is part of research to determine the feasibility of a Northern Forest wide regional brand for the forest products industry based on "good forestry" practices.

1. Do you believe such a regional brand could have a positive influence on sales, either through an increase in market share, a price premium, or both?

___ Yes
___ No

2. Would your support of such a regional brand be dependent on a third party audit of the forest practices of the company's suppliers?

____
____

3. How might your organization support a regional branding effort?

___ Advocacy of procurement policies by major public and private institutions to help provide market access

___ Help in publicizing the benefits of the successful use of such brand for the regional economy

___ Help in providing financing or access to other resources for companies using such a brand

Other
____
____
____

4. What thoughts do you have about who should administer such a brand?

____
____

5. Do you happen to be aware of individual state branding efforts? If so, what is your opinion of each effort with which you are familiar?

Vermont Quality Wood Products

____
____

Maine Made America's Best

____
____

New Hampshire's Own

____
____

6. Do you happen to be aware of a regional branding effort, in a different region of the country effort, called Appalachian Hardwoods? If so, what do you know about it and are there any lessons to be drawn from it?

____
____

7. Which do you think would be more effective, a regional branding effort or regional coordination of individual state efforts?

___ Regional brand
___ Regional coordination

8. What do you think would be the greatest opportunity and/or challenge to this regional branding concept?

____
____
____
____
____